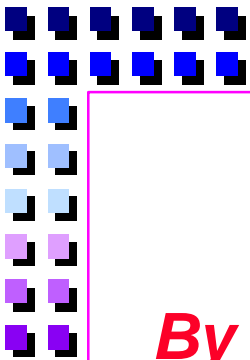




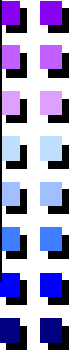
Fundamentals of **T**otal **Q**uality **L**eadership

Module 2 Quality Improvement Teams



Learning Objectives

By the end of this module the student will be able to:

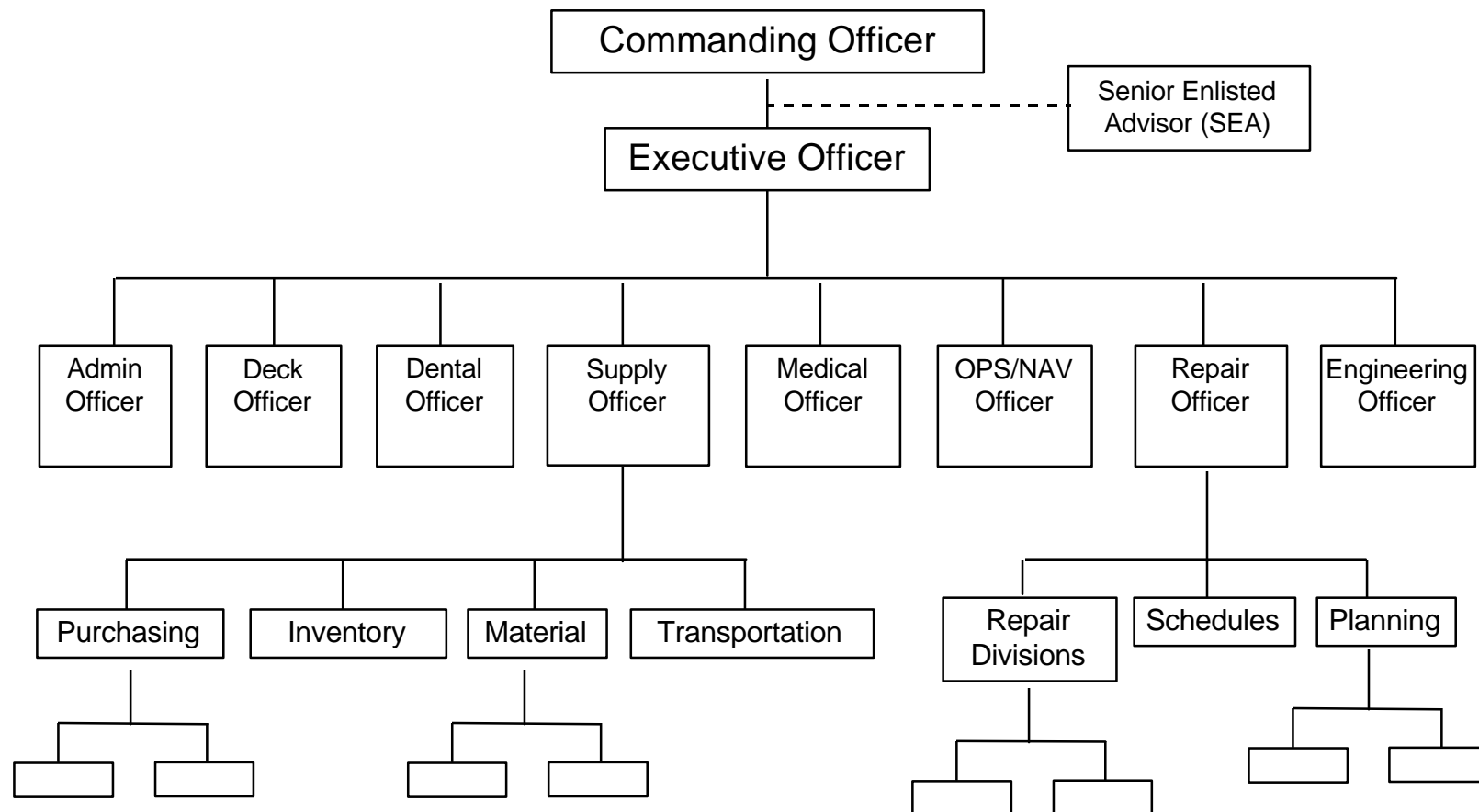
- ◆ Explain the purpose and structure of quality improvement teams
 - ◆ Explain the benefits of the quality improvement team structure
 - ◆ Describe the roles and responsibilities of the Executive Steering Committee (ESC), Quality Management Boards (QMBs) and Process Action Teams (PATs)
 - ◆ Describe the roles and responsibilities of the TQL Coordinator, Quality Advisor, Downward Link, Team Leader, Recorder, and Team Member
- 



Video...


“Paradigm Principles”

The Traditional Organization

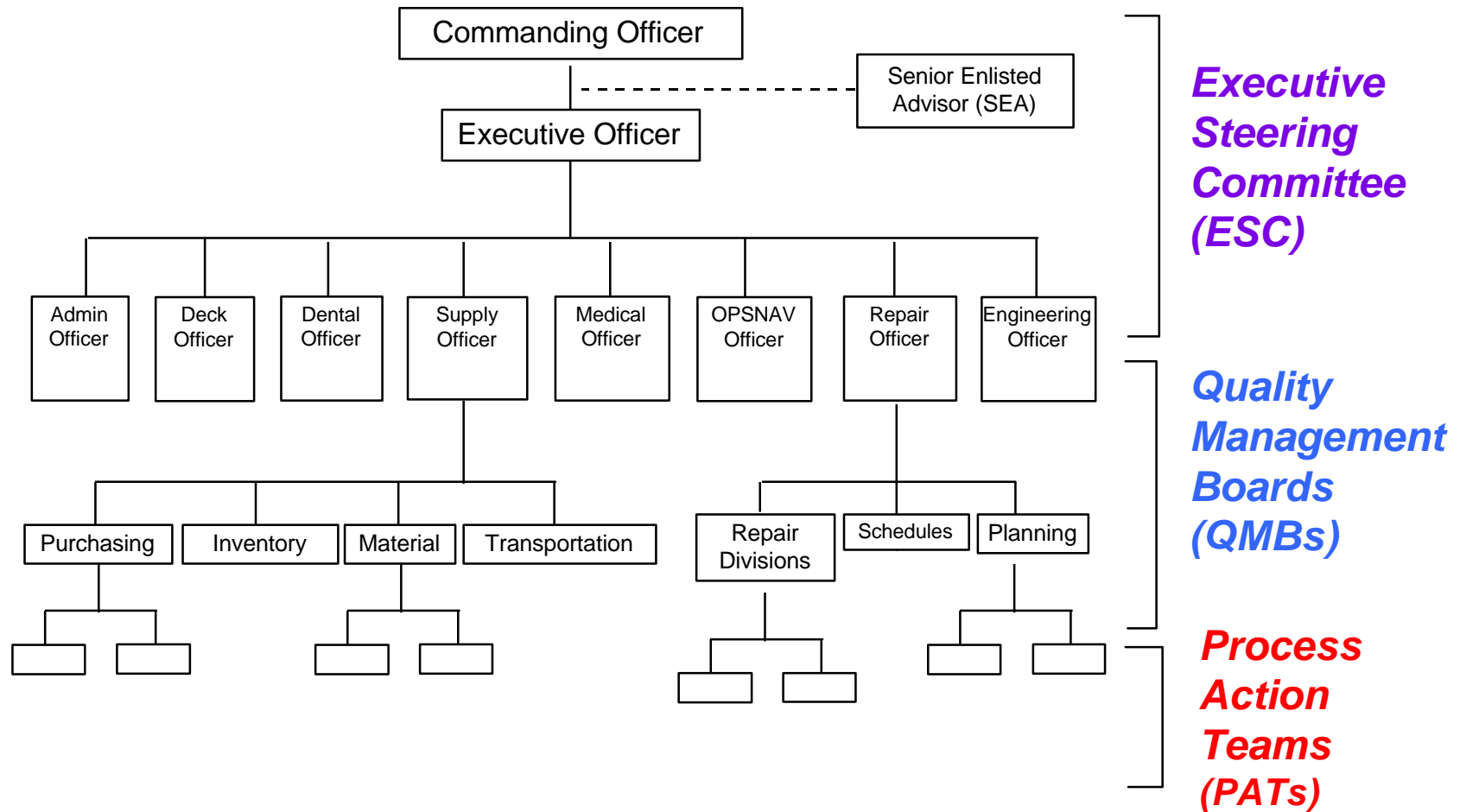




Conditions Created by the Traditional Structure

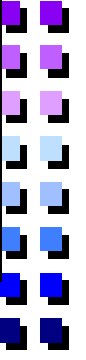
- ◆ Institutionalizes top-down communication
 - ◆ Impedes the aims of the system when organized by function
 - ◆ Reduces the sense of ownership
 - ◆ Encourages “we-they” thinking
 - ◆ Increases the cost of supervision
 - ◆ Reduces the organization’s flexibility to respond to issues that cross departments
- 

Quality Improvement Team Structure





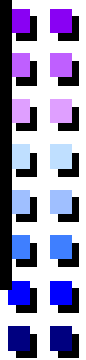
Team Approach to Managing Quality

- ◆ **Complements the chain of command**
 - ◆ **Focuses on significant processes**
 - ◆ **Builds upon joint ownership of the process**
 - ◆ **Facilitates vertical alignment and horizontal integration**
 - ◆ **Is customer driven**
- 



Executive Steering Committee (ESC)

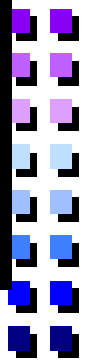
A team made up of top leaders in the command

- ◆ Establishes the practice of process management
 - ◆ Participates in process improvements activities
 - ◆ Establishes teams for process improvement
 - ◆ Provides TQL support and resources
 - ◆ Manages the transformation in the command
 - ◆ Establishes conditions for beginning strategic management
- 



Quality Management Board (QMB)


A cross-functional team of process owners

- ◆ Describes the significant process
 - ◆ Simplifies and standardizes the process
 - ◆ Stabilizes the process and checks for capability
 - ◆ Begins continual process improvement
 - ◆ Coordinates cross-functional efforts
 - ◆ Charters Process Action Teams as required
- 



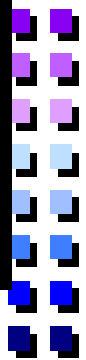
Process Action Team (PAT)

*Composed of individuals working
within a stage of the process*

- ◆ Helps the QMB establish process stability
 - ◆ Measures processes and collects data
 - ◆ Makes recommendations for improving the process
 - ◆ Documents process analysis and action
- 



TQL Coordinator

- ◆ **Advises senior leaders in TQL implementation**
 - ◆ **Conducts and coordinates TQL training**
 - ◆ **Coordinates Quality Advisor efforts**
 - ◆ **Maintains resource library**
 - ◆ **Documents command efforts**
 - ◆ **Networks with other organizations**
- 


Quality Advisor

- ◆ Facilitates team process
- ◆ Provides guidance on tools and methods
- ◆ Conducts team training





Downward Link

- ◆ **Member from ESC or QMB**
 - ◆ **Explains/clarifies the charter**
 - ◆ **Interprets the limits of responsibility**
 - ◆ **Communicates view from higher-level team**
 - ◆ **Provides resources and support**
 - ◆ **Helps to remove impediments**
- 

Team Leader

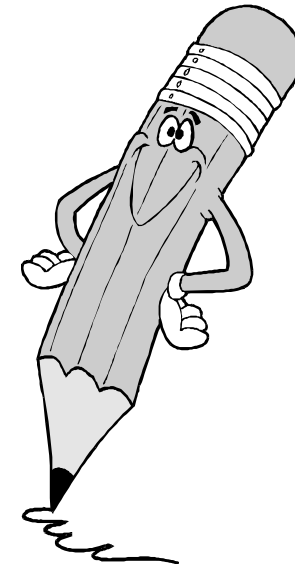
- ◆ Leads the team
- ◆ Conducts team meetings
- ◆ Facilitates team functioning
- ◆ Reports team results to chartering team



Recorder and Team Member

◆ Recorder

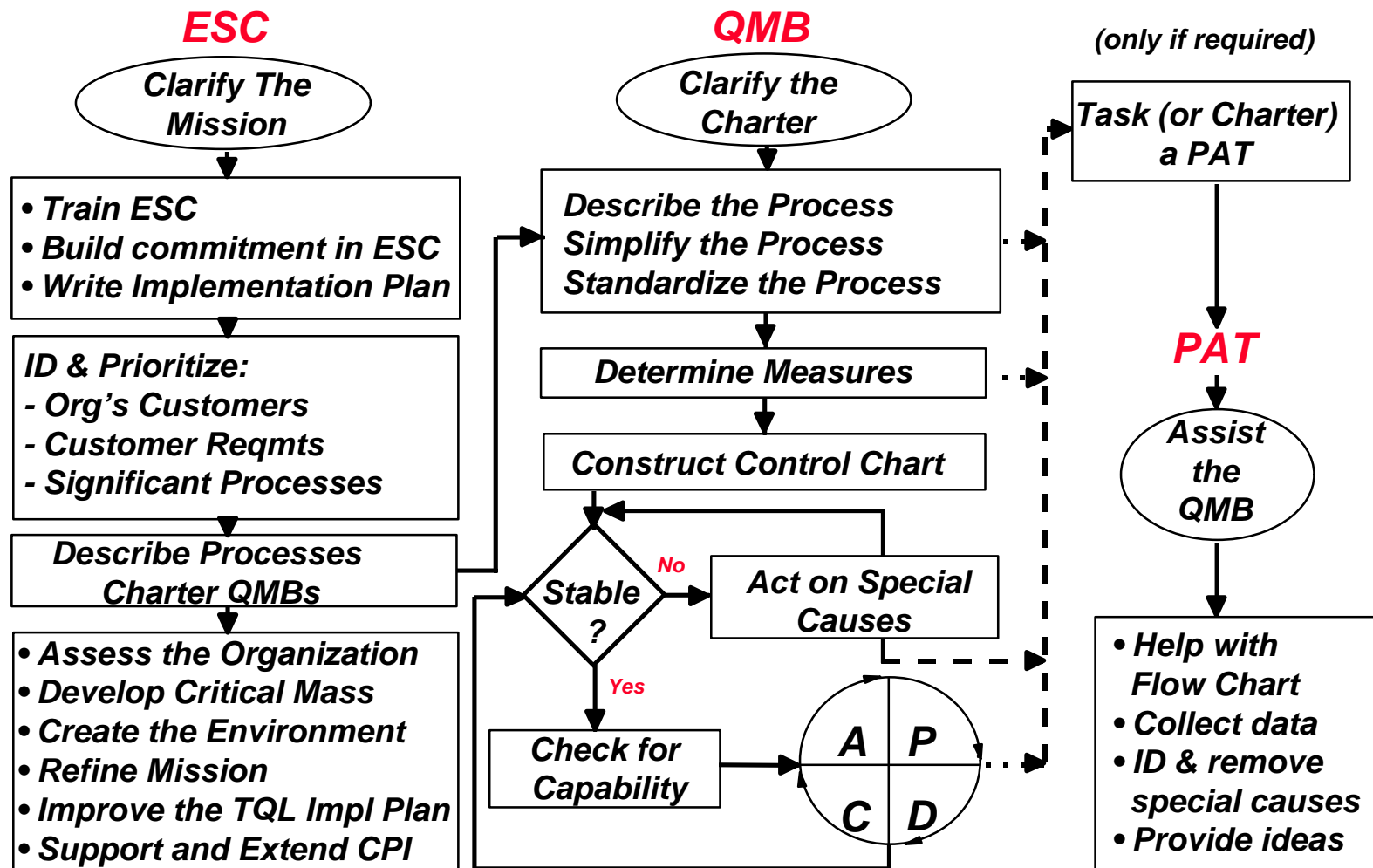
- Records meeting minutes
- Maintains team folder



◆ Team Member

- Should have process knowledge
- Active participant

Integrated Team Approach





Module Summary

- ◆ **Quality Improvement Teams are organized around and focused on process improvements to meet customer needs**
 - ◆ **Quality Improvement Teams and support positions have various roles and responsibilities in process improvement**
- 